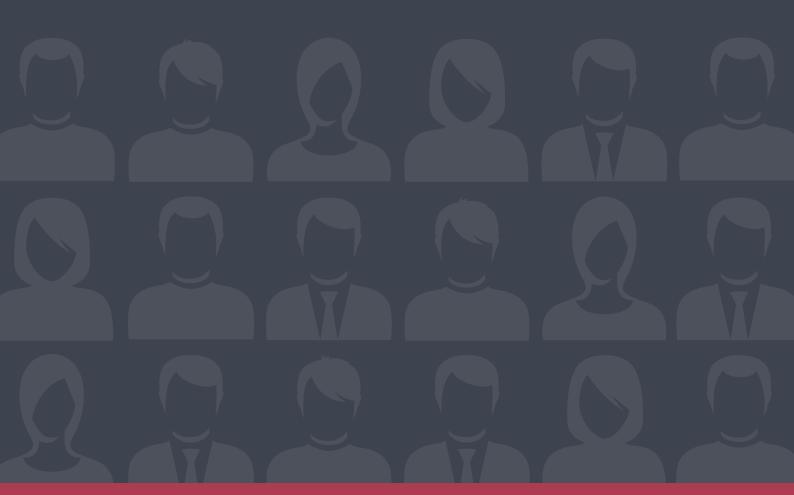


Nordic Consumer Sector Salary Survey 2016

What are you worth?







Introduction

Welcome to Nigel Wright Group's Nordic Consumer Sector Salary Survey 2016, which is specifically designed to provide you with an insight into the salaries commanded by professionals within this sector. Nigel Wright Group has earned a strong reputation within the consumer sector across Europe for providing a high quality recruitment service that is built upon our industry knowledge. We consider it important to continue to bring you relevant, useful information that you can use, in an accessible format.

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This survey has been compiled from the responses of over 1,500 respondents who completed our online questionnaire in the final quarter of 2015/2016 as well as data from our own extensive database of candidates.

The survey represents a cross-section of respondents with the following profile:

- Location: Sweden (44%), Denmark (40%), Norway (16%);
- Consumer sub-sector: Food & Drink, Health & Beauty, Consumer Electronics, DIY, Fashion and Apparel, Household Products, Luxury Goods, OTC pharmaceuticals, Leisure & Entertainment, Media and Publishing, Retail and E-commerce and Travel;
- Male 71%, female 29%;
- Average age 41;
- 81% of respondents are educated to degree level or above (52% have a Master's degree);
- 39% work for companies that employ 250 people or less and 43% work for companies employing over 1,000;
- 18% have been in their current position less than one year; 21% for between one and three years, 30% for between three and five years and 31% for more than five years.

The first three parts of the survey focuses on some general points of interest, such as levels of satisfaction, respondents' motivation to change jobs as well as attitudes towards skill shortages and the qualities needed to succeed in the industry. This is followed by discipline-specific analyses of salaries.

For further information or to discuss your recruitment requirements please contact us via the contact details below and you will be directed to a consultant specialising in your area. For more information on our services please visit www.nigelwright.com.

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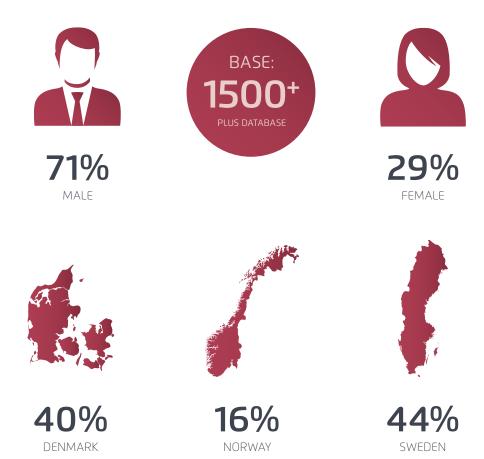


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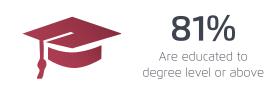
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Respondents' Profile



Average age: 41

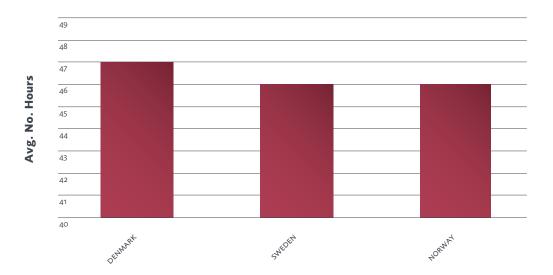




1. Non-monetary indicators

This section presents information from respondents from all disciplines and levels of the consumer sector, on their working hours, levels of satisfaction and the factors that motivate them to change roles.

1.1 Weekly hours worked



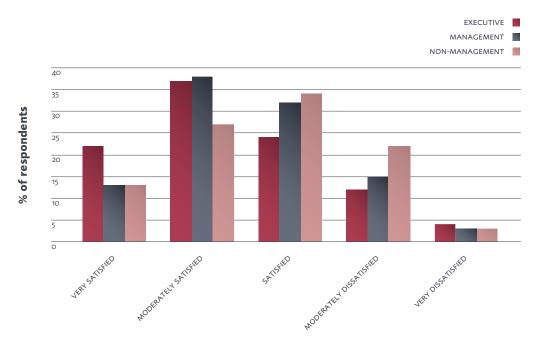
On average respondents work 46 hours per week. 48% of respondents work between 41-50 hours per week and a further 21% work between 51-60 hours per week.



1.2 Job satisfaction by job level

Respondents were asked to rate their level of job satisfaction on the following five-point scale:

- 1 = very dissatisfied
- 2 = moderately dissatisfied
- **3** = satisfied
- 4 = moderately satisfied
- **5** = very satisfied



Level of satisfaction

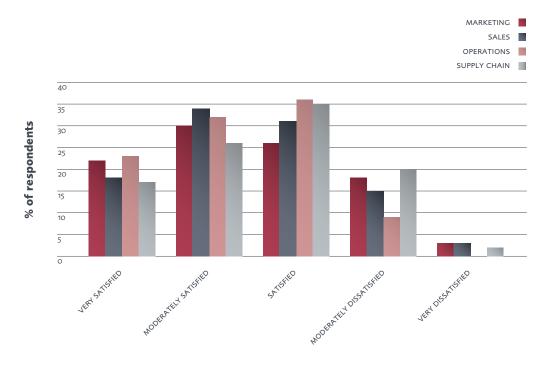
The results show a fairly satisfied workforce in the consumer sector. Although there are variations between the strength of respondents' satisfaction, over 82% of respondents at each level of their organisations rated themselves as being between satisfied and very satisfied. This is encouraging for HR professionals and managers alike. The challenge, then, is to find out why the other 18% is dissatisfied and what can be done to change this, whilst ensuring that the satisfaction level of the rest of the workforce is maintained.



1.3 Job satisfaction by discipline

Respondents were asked to rate their level of job satisfaction on the following five-point scale:

- 1 = very dissatisfied
- 2 = moderately dissatisfied
- **3** = satisfied
- 4 = moderately satisfied
- **5** = very satisfied



Level of satisfaction

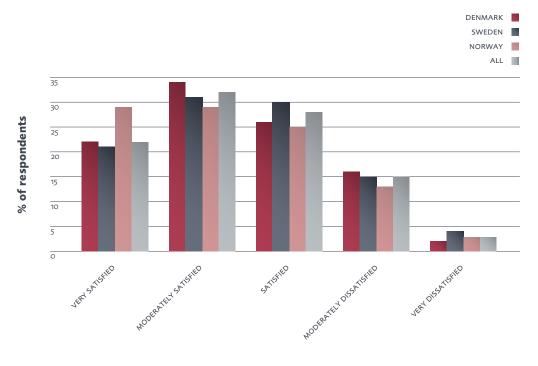
Unsurprisingly, you are more likely to be very satisfied with your job if you are in an executive position, and most likely to be dissatisfied if you are non-management.



1.4 Job satisfaction by country / territory

Respondents were asked to rate their level of job satisfaction on the following five-point scale:

- 1 = very dissatisfied
- 2 = moderately dissatisfied
- **3** = satisfied
- 4 = moderately satisfied
- **5** = very satisfied



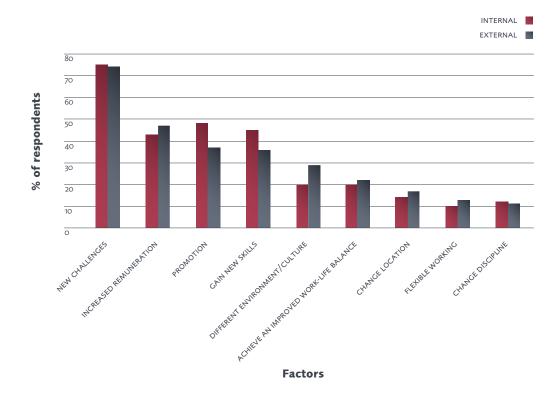
Level of satisfaction

In the Nordic countries, the Norwegians were the happiest, with 83% of respondents indicating they were satisfied as a minimum. Overall, 18% of Nordic respondents said that they were dissatisfied, but 22% were very satisfied.



1.5 Changing jobs

Factors influencing a change of roles internally, that is within your current company, or externally to another organisation.

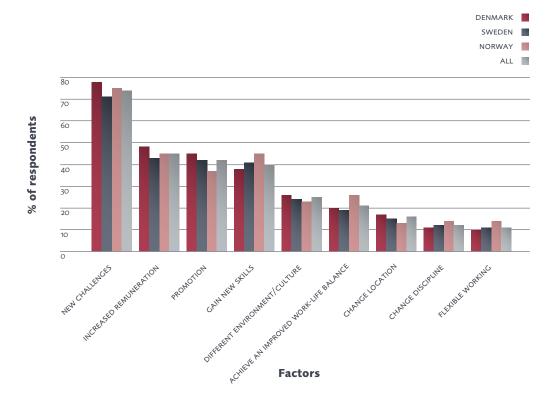


Respondents were asked to select the top three factors that would motivate them to change jobs, both within their current company (internally) and to another organisation (externally). In the Nordic region, although money is important, the opportunity to experience new challenges is a more persuasive factor for employees considering their next move. Interestingly, 20% of people will be influenced to move within their current company in order to change their working environment/culture.



1.6 Changing jobs by country / territory

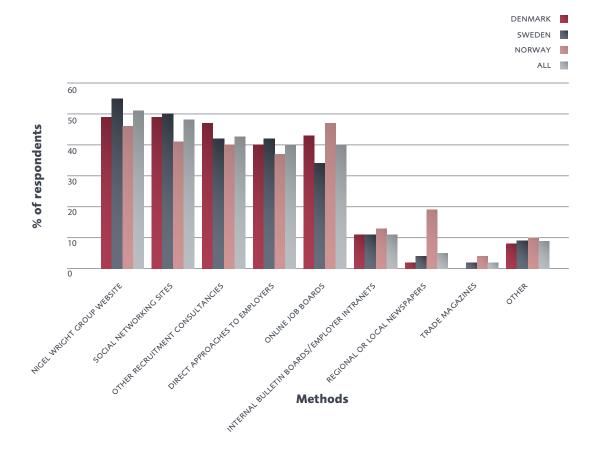
(internal & external combined).



There were marginal differences between the three countries. Promotion is slightly less important to the Norwegians, who put a greater emphasis on gaining new skills and remuneration, and the Danes indicated they are more motivated by new challenges than those in the other countries.



1.7 Methods used to search for a new role



Respondents were asked to select all methods that they would utilise when looking for a new role. As the respondents surveyed were mainly people already known to Nigel Wright Recruitment, it is no surprise that our website is ranked highly. Social networking is also an increasingly important method for job seekers. Using Social Networking sites to identify job opportunities now surpasses the use of traditional media such as newspapers and magazines. Whilst the three Nordic countries show similarities, one key difference is that 19% of Norwegians say that they would use regional or local newspapers to search for a new role. The Norwegians are also more inclined to use online job boards than the Danes and the Swedes.



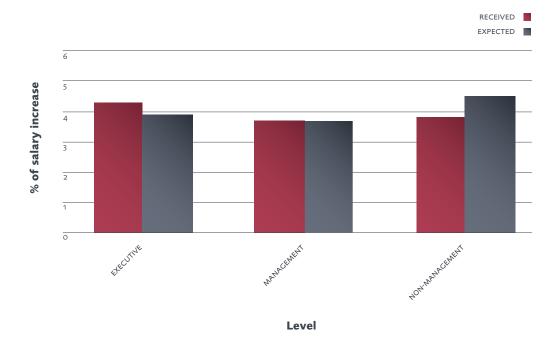
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Salary, benefits and bonuses

This section presents information from respondents from all disciplines and levels of the consumer sector on their salaries, benefits and bonuses.



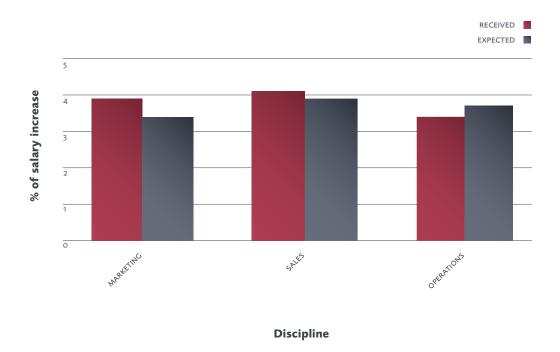
2.1 Average percentage of salary increase received and expected by level



At their last salary review, executives received a marginally higher increase than other levels. However, non-management are anticipating the highest increase.



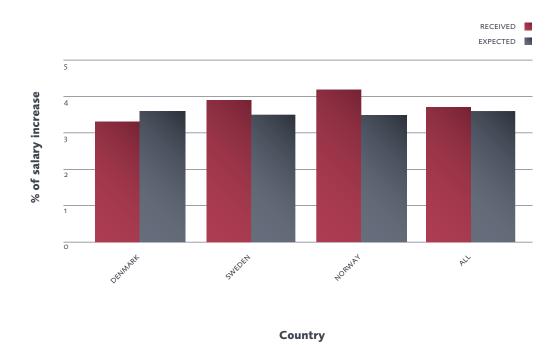
2.2 Average percentage of salary increase received and expected by discipline



When we consider salary increase by discipline, on average, those working in sales received and expect a slightly higher increase than those working in marketing or operations.



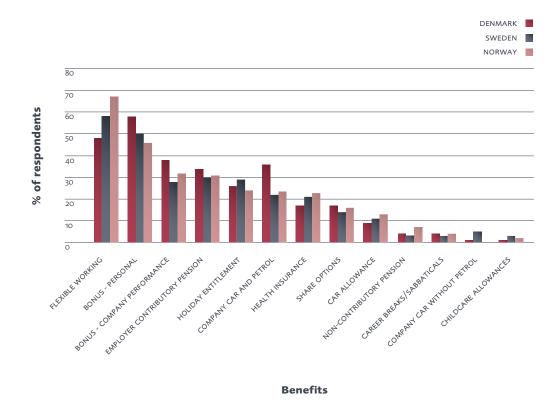
2.3 Average percentage of salary increase received and expected by country



What percentage increase they received at their last salary review. The Danes received the lowest increase (3.3%) and the Norwegians the highest (4.2%). Overall, respondents were expecting a slightly lower salary increase in 2016 than they received in 2015.



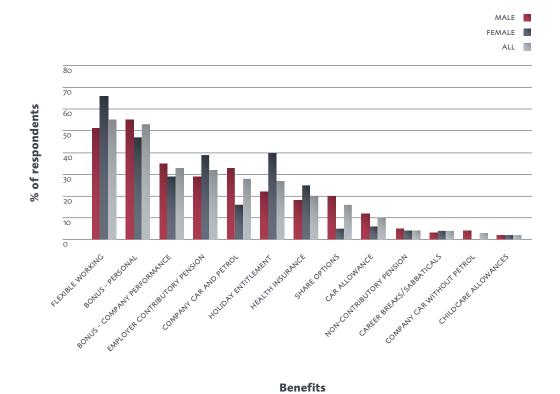
2.4 Importance of benefits as part of a remuneration package



Respondents were asked to select their top three preferences towards benefits and bonuses. Across the Nordic region, the attractiveness of flexible working is very high, especially in Norway. This was followed by personal bonuses and employer contributory pensions. Very few respondents selected company cars without petrol, childcare, non-contributory pensions or career breaks as one of their top three benefits.



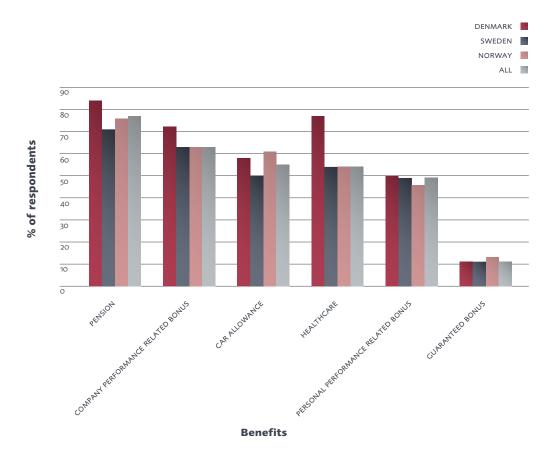
2.5 Importance of benefits as part of a remuneration package by gender



Women value flexible working, personal bonus and holiday entitlement the most. For men, holiday entitlement is not in their top three. Their order of priority is personal bonus, flexible working, followed by company performance bonus.



2.6 Benefits and bonus entitlement by country



Overall 79% of all those surveyed receive some form of benefit or bonus. The most common being a pension (77%), a company performance related bonus (63%) and a car allowance (55%).

Of those people receiving a company pension, 41% of respondents said their company employer contribution was nine per cent or more. A fifth (20%) said that the employer contribution was less than seven per cent. 22% admitted that they weren't sure what percentage their employer contributed towards their pension.



2.7 Comparison of bonus rates by country

GUARANTEED BONUS

GUARANTEED BONUS	Denmark	Sweden	Norway	Average
Received	15.0	10.9	12.3	12.8
Expected	14.2	9.8	13.7	12.3
+/-	-0.8	-1.1	1.4	-0.5

COMPANY BONUS

COMPANY BONUS	Denmark	Sweden	Norway	Average
Received	14.7	13.2	13.7	13.9
Expected	14.6	12.3	14.0	13.5
+/-	-0.1	-0.9	0.3	-0.4

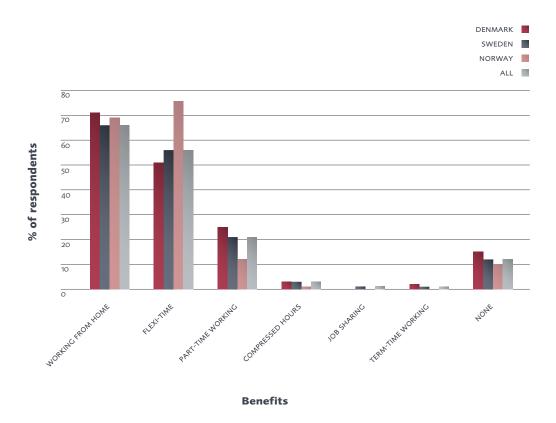
PERSONAL BONUS

PERSONAL BONUS	Denmark	Sweden	Norway	Average
Received	14.1	13.6	14.6	14.0
Expected	15.5	13.6	14.7	14.6
+/-	1.4	0.0	0.1	0.6

Guaranteed bonuses were generally expected to fall this year across the different countries, with the exception of Norway. With regards to company bonuses, only respondents in Norway expected an incremental rise. Only personal bonuses are expected to increase, on average, in the region.



2.8 Flexible working options



We asked respondents to list which of the following flexible working options their company offered. Two thirds (66%) of all respondents said that their company offered them the option of working from home, and this is higher than in many other European countries (the equivalent in UK consumer companies, for example, is 58%. Over half (56%) worked at companies offering flexi-time although this rose to 76% of respondents in Norway. Job sharing is not common in Nordic companies – only 1% of respondents worked for companies that offer this as a flexible working option compared to 12% in the UK.



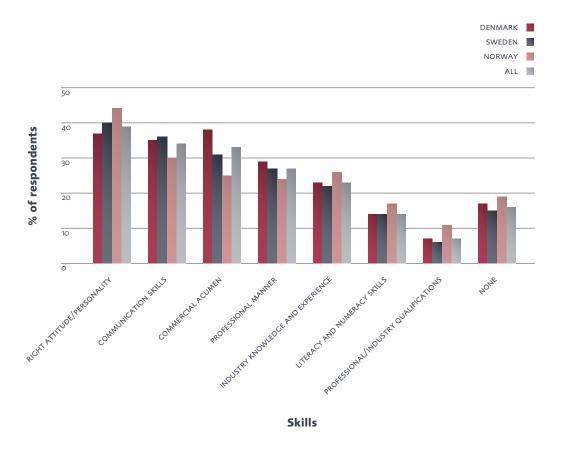
Nordic Consumer Sector Salary Survey 2016

Skills and attitudes

This section presents information from respondents on skill shortages and what qualities they believe are needed to be successful in their industry.



3.1 Skills shortages by country

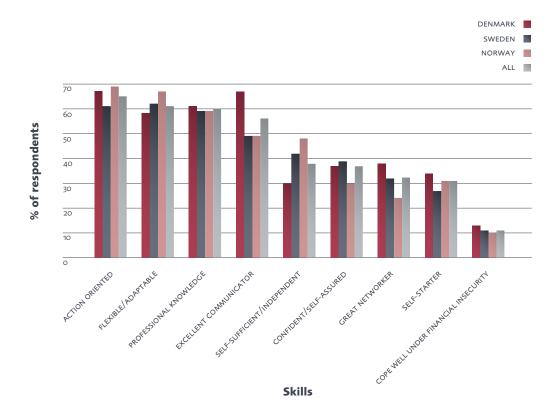


Respondents were asked to select which skills they thought were lacking in their industry. Overall, having the right attitude and personality (39%), communication skills (34%) and commercial acumen (33%) were selected the most often across the different countries.

We also asked people if their company had taken any action to address skills shortages in their own company. A quarter (24%) said that their company had recruited from other industries or professions to address a skills shortage and a fifth (19%) reported that their company had increased their internal training budgets. Only 11% said that their employer had no skills shortages.



3.2 Qualities needed to be successful by country



Respondents were asked to select what behaviours are needed to be a successful within their career. Being action oriented (65%), flexible and adaptable (61%) and having professional knowledge (60%) were considered the most significant, followed by communication expertise (56%).

Nordic Consumer Sector Salary Survey 2016

Analysis of salaries in relation to discipline

The Nigel Wright Nordic salary review is based on the details we hold on our database. Whilst we make every possible attempt to ensure the data we provide is accurate, it should be noted that salary levels can vary depending on company size, industry sector and the availability of candidates in a specific discipline.



4.1 Executive

DENMARK (DKK)	Average	Minimum	Maximum
Chief Executive Officer	2,000,000	1,200,000	2,500,000
Managing Director	1,500,000	1,000,000	2,000,000
Chief Operating Officer	1,500,000	1,000,000	1,850,000
Chief Financial Officer	1,500,000	1,000,000	1,700,000
General Manager	1,200,000	1,000,000	1,500,000

SWEDEN (SEK)	Average	Minimum	Maximum
Chief Executive Officer	1,400,000	900,000	3,000,000
Managing Director	1,200,000	800,000	3,000,000
Chief Operating Officer	1,020,000	720,000	2,400,000
Chief Financial Officer	1,080,000	780,000	2,300,000
General Manager	1,050,000	800,000	1,500,000

NORWAY (NOK)	Average	Minimum	Maximum
Chief Executive Officer	1,600,000	900,000	2,700,000
Managing Director	1,400,000	850,000	2,000,000
Chief Operating Officer	1,030,000	750,000	1,750,000
Chief Financial Officer	1,090,000	700,000	1,700,000
General Manager	960,000	800,000	1,500,000



4.2 Marketing

DENMARK (DKK)	Average	Minimum	Maximum
Marketing Director	1,210,000	800,000	1,670,000
Head of Marketing	900,000	720,000	1,060,000
Marketing Manager	800,000	600,000	1,000,000
Nordic Marketing Manager	900,000	720,000	1,100,000
International Marketing Manager	850,000	600,000	1,000,000
	910,000	660,000	960,000
Category Manager	1,090,000	720,000	·
Sales & Marketing Manager			1,200,000
Trade Marketing Manager	720,000	600,000	880,000
Online Marketing Manager	720,000	600,000	800,000
Junior Marketing Manager	350,000	290,000	450,000
Marketing Co-ordinator	430,000	330,000	660,000
Brand Director	1,000,000	720,000	1,200,000
Senior Brand Manager	710,000	600,000	800,000
Nordic Brand Manager	720,000	680,000	800,000
Brand Manager	690,000	480,000	780,000
Junior Brand Manager	480,000	420,000	600,000
Product Director	1,000,000	720,000	1,000,000
Nordic Product Manager	750,000	480,000	820,000
Senior Product Manager	810,000	480,000	900,000
Product Manager	720,000	330,000	800,000
Junior Product Manager	600,000	350,000	700,000
<i></i>	,	,	. 5,555
PR & Communication Manager	720,000	360,000	900,000
Digital Marketing Director	950,000	600,000	1,200,000
Digital Marketing Manager	950,000	600,000	1,200,000
Digital Marketing Specialist	460,000	180,000	780,000



SWEDEN (SEK)	Average	Minimum	Maximum
Marketing Director	860,000	600,000	1,732,500
Head of Marketing	790,000	600,000	1,200,000
Marketing Manager	600,000	480,000	1,400,000
Nordic Marketing Manager	590,000	480,000	900,000
International Marketing Manager	580,000	420,000	900,000
Online Marketing Manager	550,000	420,000	720,000
Category Manager	550,000	400,000	864,000
Trade Marketing Manager	510,000	370,000	720,000
Sales & Marketing Manager	510,000	400,000	660,000
Junior Marketing Manager	370,000	300,000	500,000
Marketing Co-ordinator	380,000	260,000	650,000
Brand Director	720,000	480,000	1,200,000
Senior Brand Manager	550,000	420,000	720,000
Nordic Brand Manager	530,000	300,000	720,000
Brand Manager	490,000	330,000	660,000
Junior Brand Manager	390,000	280,000	504,000
Product Director	900,000	600,000	1,200,000
Nordic Product Manager	570,000	400,000	800,000
Senior Product Manager	600,000	450,000	720,000
Product Manager	480,000	360,000	660,000
Junior Product Manager	380,000	320,000	420,000
PR & Communication Manager	510,000	360,000	750,000
Digital Marketing Director	620,000	500,000	720,000
Digital Marketing Manager	530,000	360,000	840,000



NORWAY (NOK)	Average	Minimum	Maximum
Marketing Director	1,150,000	870,000	1,500,000
Head of Marketing	880,000	800,000	1,100,000
Marketing Manager	745,000	650,000	1,200,000
Trade Marketing Manager	630,000	500,000	800,000
Nordic Marketing Manager	710,000	600,000	900,000
International Marketing Manager	880,000	800,000	1100,000
Category Manager	700,000	500,000	950,000
Online Marketing Manager	650,000	500,000	800,000
Marketing Co-ordinator	420,000	360,000	550,000
Senior Brand Manager	700,000	550,000	950,000
Nordic Brand Manager	610,000	450,000	700,000
Brand Manager	590,000	400,000	650,000
Junior Brand Manager	450,000	350,000	480,000
Product Director	940,000	800,000	1,000,000
Nordic Product Manager	690,000	550,000	890,000
Senior Product Manager	690,000	550,000	890,000
Product Manager	520,000	490,000	690,000
Junior Product Manager	480,000	400,000	550,000
PR & Communication Manager	600,000	450,000	800,000
Digital Marketing Director	800,000	690,000	1100,000
Digital Marketing Manager	740,000	600,000	930,000
Digital Marketing Specialist	530,000	480,000	700,000



4.3 Sales

DENMARK (DKK)	Average	Minimum	Maximum
Sales Director	1,010,000	690,000	2,200,000
International Sales Director	1,290,000	650,000	1,500,000
Head of Sales	950,000	640,000	1,300,000
Nordic Sales Manager	860,000	550,000	1,350,000
Country Manager	1,200,000	780,000	1,350,000
Business Development Manager	750,000	420,000	1,000,000
Sales Manager	850,000	460,000	1,500,000
Export Manager	830,000	390,000	1,000,000
Regional Sales Manager	990,000	360,000	1,200,000
Field Sales Manager	790,000	360,000	1,000,000
Area/District Sales Manager	670,000	400,000	950,000
Sales Executive	710,000	300,000	1,000,000
Retail Sales Manager	730,000	360,000	990,000
Project Manager	790,000	420,000	1,200,000
Store Manager	470,000	300,000	1,100,000
Senior KAM	810,000	550,000	1,000,000
Nordic KAM	740,000	450,000	900,000
KAM	680,000	350,000	900,000
Account Manager/NAM	660,000	350,000	900,000
Junior KAM	500,000	360,000	570,000



SWEDEN (SEK)	Average	Minimum	Maximum
Sales Director	860,000	600,000	2,500,000
International Sales Director	830,000	600,000	1,110,000
Head of Sales	690,000	480,000	1,200,000
Nordic Sales Manager	640,000	420,000	1,300,000
Country Manager	800,000	600,000	1,200,000
Business Development Manager	560,000	400,000	870,000
Sales Manager	600,000	420,000	1,000,000
Export Manager	610,000	420,000	830,000
Regional Sales Manager	580,000	360,000	1,140,000
Field Sales Manager	510,000	360,000	780,000
Area/District Sales Manager	470,000	300,000	820,000
Sales Executive	410,000	240,000	720,000
Retail Sales Manager	570,000	360,000	1,250,000
Project Manager	500,000	300,000	960,000
Store Manager	530,000	300,000	1,200,000
Senior KAM	650,000	460,000	960,000
Nordic KAM	600,000	400,000	760,000
KAM	520,000	360,000	780,000
Account Manager/NAM	500,000	320,000	960,000
Junior KAM	370,000	300,000	530,000



NORWAY (NOK)	Average	Minimum	Maximum
Sales Director	990,000	800,000	2,000,000
International Sales Director	990,000	800,000	2,000,000
Head of Sales	735,000	550,000	950,000
Nordic Sales Manager	735,000	550,000	1,100,000
Country Manager	810,000	540,000	1,500,000
Business Development Manager	640,000	400,000	1,000,000
Sales Manager	610,000	550,000	1,000,000
Export Manager	600,000	450,000	750,000
Regional Sales Manager	690,000	580,000	900,000
Field Sales Manager	670,000	550,000	750,000
Area/District Sales Manager	620,000	500,000	700,000
Sales Executive	-	-	-
Retail Sales Manager	400,000	350,000	650,000
Project Manager	590,000	480,000	1,200,000
Store Manager	400,000	360,000	800,000
Senior KAM	800,000	550,000	1,200,000
Nordic KAM	800,000	600,000	1,100,000
KAM	750,000	500,000	950,000
Account Manager/NAM	735,000	400,000	800,000
Junior KAM	500,000	400,000	600,000



4.4 Operations

DENMARK (DKK)	Average	Minimum	Maximum
SUPPLY CHAIN			
Supply Chain Director	1,230,000	600,000	2,000,000
Supply Chain Manager	840,000	460,000	900,000
Supply Chain Coordinator	530,000	480,000	600,000
Procurement Director	980,000	540,000	1,300,000
Procurement Manager	730,000	390,000	1,080,000
Buyer	730,000	350,000	900,000
Planner	580,000	290,000	660,000
Logistics Director	990,000	840,000	1,140,000
Logistics Manager	740,000	400,000	950,000
Logistics Coordinator	510,000	420,000	700,000
Warehouse Manager	690,000	450,000	840,000
OPERATIONS			
Production Director	1,110,000	610,000	1,360,000
Manufacturing Director	950,000	600,000	1,300,000
Operations Director	980,000	720,000	1,300,000
Factory Manager	840,000	450,000	1,100,000
Manufacturing Manager	790,000	500,000	1,100,000
Operations Manager	770,000	500,000	900,000
Production Manager	780,000	400,000	900,000
Technical Manager	650,000	590,000	800,000
Project Manager	650,000	340,000	1,000,000
Quality Manager	890,000	500,000	1,000,000



SWEDEN (SEK)	Average	Minimum	Maximum
SUPPLY CHAIN			
Supply Chain Director	1,200,000	720,000	2,000,000
Supply Chain Manager	660,000	480,000	960,000
Supply Chain Coordinator	450,000	300,000	600,000
Procurement Director	1,080,000	720,000	2,000,000
Procurement Manager	620,000	480,000	900,000
Buyer	420,000	300,000	540,000
Planner	420,000	300,000	600,000
Logistics Director	900,000	720,000	1,200,000
Logistics Manager	600,000	420,000	900,000
Logistics Coordinator	420,000	300,000	540,000
Warehouse Manager	550,000	360,000	960,000
OPERATIONS			
Production Director	940,000	780,000	1,600,000
Manufacturing Director	1,080,000	840,000	1,800,000
Operations Director	960,000	660,000	1,400,000
Factory Manager	900,000	720,000	1,200,000
Manufacturing Manager	720,000	540,000	900,000
Operations Manager	660,000	460,000	840,000
Production Manager	660,000	460,000	900,000
Technical Manager	580,000	420,000	900,000
Project Manager	540,000	400,000	840,000
Quality Manager	600,000	420,000	900,000



NORWAY (NOK)	Average	Minimum	Maximum
SUPPLY CHAIN			
Supply Chain Director	1,000,000	600,000	2,000,000
Supply Chain Manager	600,000	360,000	1,200,000
Supply Chain Coordinator	510,000	450,000	650,000
Procurement Director	850,000	600,000	1,800,000
Procurement Manager	620,000	500,000	1,200,000
Buyer	710,000	480,000	930,000
Planner	620,000	500,000	750,000
Logistics Director	770,000	750,000	800,000
Logistics Manager	660,000	450,000	850,000
Logistics Coordinator	510,000	400,000	600,000
	400.000	500.000	000.000
Warehouse Manager	620,000	500,000	800,000
OPERATIONS			
Production Director	1,070,000	800,000	1,400,000
Manufacturing Director	1,020,000	760,000	1,330,000
Operations Director	980,000	700,000	1,200,000
Factory Manager	920,000	700,000	1,200,000
Manufacturing Manager	850,000	600,000	1,000,000
Operations Manager	780,000	550,000	1,000,000
Production Manager	680,000	500,000	960,000
Technical Manager	680,000	550,000	900,000
Project Manager	650,000	450,000	900,000
Quality Manager	690,000	550,000	950,000



4.5 Finance & HR

DENMARK (DKK)	Average	Minimum	Maximum
HR Director	850,000	500,000	2,000,000
HR Manager	620,000	320,000	1,140,000
HR Consultant	550,000	360,000	720,000
HR Coordinator	440,000	360,000	600,000
Finance Director	970,000	790,000	1,500,000
Finance Manager	670,000	340,000	1,040,000
Finance Controller	550,000	350,000	750,000
Finance Assistant	370,000	280,000	450,000

SWEDEN (SEK)	Average	Minimum	Maximum
HR Director	1,010,000	720,000	3,000,000
HR Manager	600,000	540,000	900,000
HR Consultant	480,000	360,000	600,000
HR Coordinator	360,000	300,000	420,000
Finance Director	980,000	720,000	1,440,000
Finance Manager	780,000	600,000	900,000
Finance Controller	540,000	420,000	780,000
Finance Assistant	540,000	420,000	780,000

NORWAY (NOK)	Average	Minimum	Maximum
HR Director	780,000	580,000	1,600,000
HR Manager	650,000	500,000	940,000
HR Consultant	570,000	450,000	800,000
HR Coordinator	500,000	440,000	650,000
Finance Director	900,000	700,000	1,400,000
Finance Manager	710,000	500,000	980,000
Finance Controller	620,000	450,000	960,000
Finance Assistant	450,000	450,000	450,000



5. Contact details

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